N095

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Strategic Planning, Studies, and Assessment Division

Briefing for
Reserve Flag Officer Training Symposium

September 2008

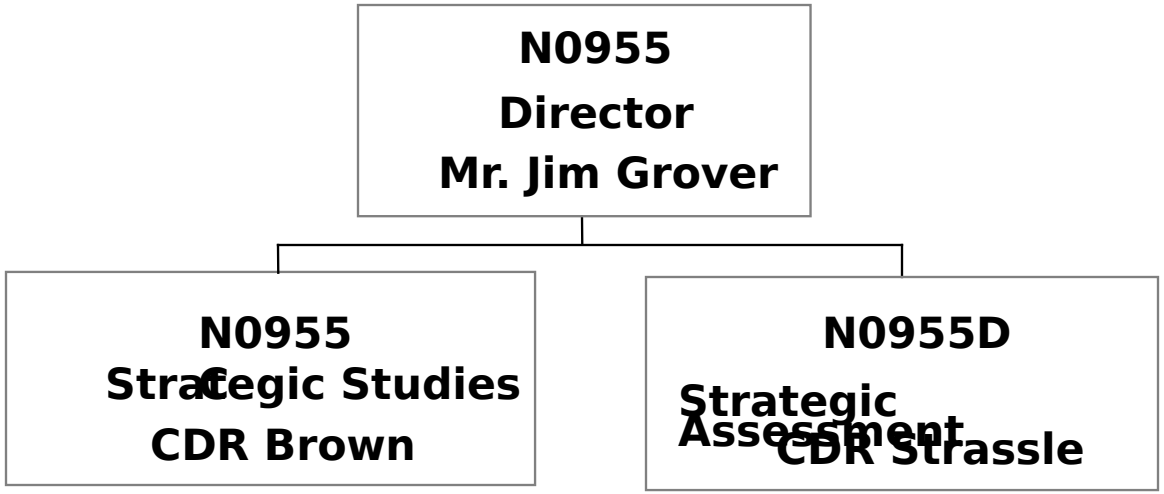
N0955 Mission and Functions

Mission: Coordinate Reserve participation in Navy planning and assessment processes.

Functions:

1. Act as principal advisor to N095 for strategic planning for the Navy Reserve.
2. Prepare and maintain a Long-range Strategic Plan for the Navy Reserve.
3. Coordinate Navy Reserve participation in the Total Force Flag Steering Group and represent N095 in all other matters regarding Total Force planning.
4. Coordinate Navy Reserve strategic planning activities with other OPNAV offices, Services, and the Joint Staff and represent the Navy Reserve in the development, review, and implementation of joint doctrine.
5. Represent the Navy Reserve in the Quadrennial Defense Review process.
6. Consult with the Naval War College, Naval Postgraduate School and the staffs of other Service and joint colleges in any matter affecting Navy reserve strategy, policy, or assessment.
7. Coordinate initiatives designed to transform the Navy Reserve.

OCNR's Smallest Division



Production / Participation / Coordination / Collaboration

- NR Strategic Plan
- NSPP
- NSPS
- LSS
- Civilian Personnel Issues
- CNGR
- QDR
- Studies

Current work…

- **Futures meetings**
- **Navy Reserve Strategic Plan**
- **Navy Strategic Planning Process**
- **Various tasks assigned –**
  - **USN/UK; CNO counterpart visits-South African Navy, French Navy, Turkish Navy; N1 visit with JMSDF; Navy-Army Warfighter Talks**

Future Work…

- **Commission on the National Guard and Reserves (CNGR)**
- **Quadrennial Defense Review (QDR)**

Mr. Jim Grover
James.grover@navy.mil
(703) 614-2791

CDR Charlie Strassle
Charles.g.strassle@navy.mil
(703) 614-9568

Questions?

Backup

Futures Discussion

- **The Futures process…**
  - **not tied directly to Quadrennial Roles & Missions Review (QRM) or the Quadrennial Defense Review (QDR).**
- **It is an executive level forum…**
  - **CNO uses to address executive level decisions.**
  - **Several of the topics directly form the basis for QDR Assessment; however, some were based on CNO/Staff information needs and timing.**
    - A good example of that – the cyberspace Future

Futures Voting Sheet

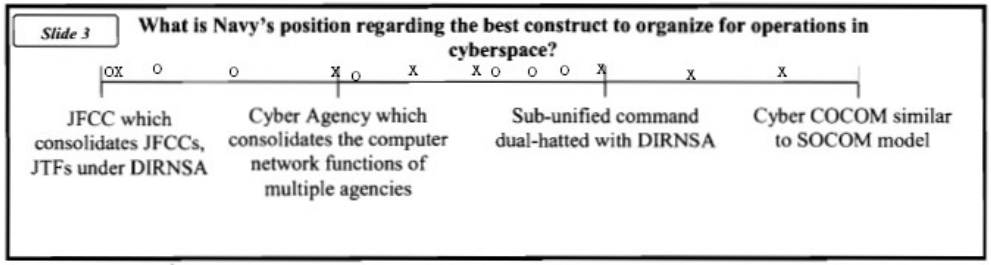
Viewed from afar: This is a notional example of a post vote compiled product. This information is not released.

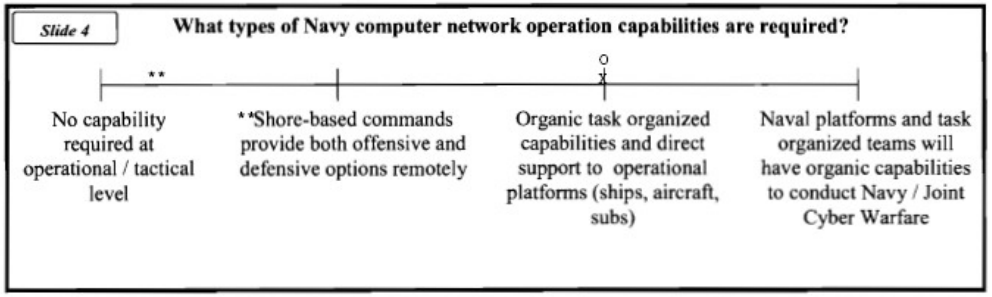
These are samples of entering positions for a Futures discussion and vote.

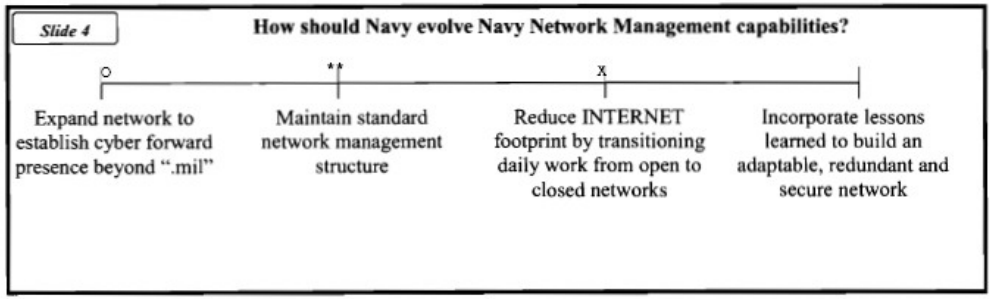
** Denotes current position

Instructions: For each topic below, a range of possible future Navy capability and capacity is described via the "slider." While three or four levels of contribution are described for each question, the slider represents a continuous range of possible Joint force contributions, vice only these three or four discrete choices.

- **For each question, please mark with an "X" your assessment of what attribute Navy should plan to use to develop "Navy's Story" for QDR, given your view of the current external environment.**
- **For each question, please mark with an "O" your assessment of what attribute Navy should plan to use to execute the Maritime Strategy, unconstrained by external factors.**


Slide 3
What is Navy's position regarding the best construct to organize for operations in cyberspace?
JFCC which consolidates JFCCs, JTFs under DIRNSA
Cyber Agency which consolidates the computer network functions of multiple agencies
Sub-unified command dual-hatted with DIRNSA
Cyber COCOM similar to SOCOM model


Slide 4
What types of Navy computer network operation capabilities are required?
No capability required at operational / tactical level
**Shore-based commands provide both offensive and defensive options remotely
Organic task organized capabilities and direct support to operational platforms (ships, aircraft, subs)
Naval platforms and task organized teams will have organic capabilities to conduct Navy / Joint Cyber Warfare


Slide 4
How should Navy evolve Navy Network Management capabilities?
Expand network to establish cyber forward presence beyond ".mil"
Maintain standard network management structure
Reduce INTERNET footprint by transitioning daily work from open to closed networks
Incorporate lessons learned to build an adaptable, redundant and secure network

Decision Framework

Phase 1 Futures group discussion topics

Core Competencies What activities are fundamental to Navy?

How We Fight How do we address anti-access threats to aggregated combat power and C2?

Capability v. Capacity What is the priority of SSSP relative to MCO capability demands?

Cyberspace How do we define, then articulate, our position on Cyberspace?

Decision Making Is the OPNAV staff prepared to make big Navy decisions?

Cyber, IO, Networks How will Navy align capabilities and resources?

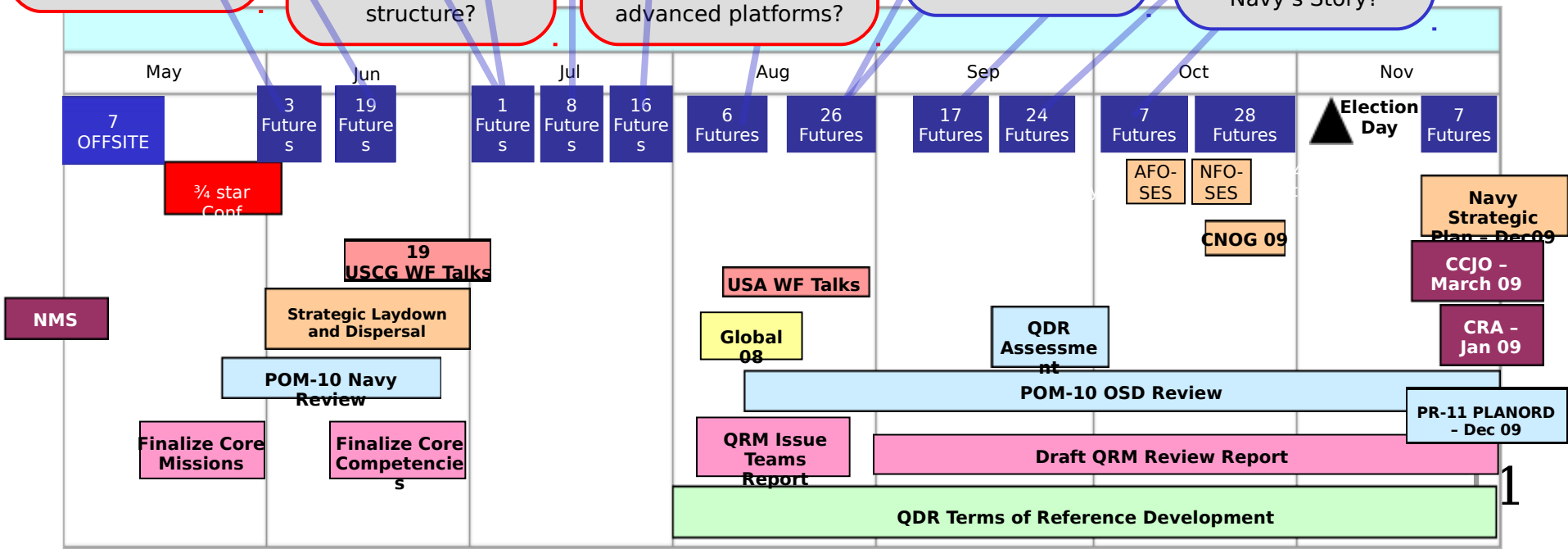
USMC Integration What does "integration with USMC" really mean to us?

Planning Scenarios Which scenarios (including SSP) should Navy use to justify force structure?

Platform Capabilities Are we willing to accept reduced requirements for or numbers of planned, advanced platforms?

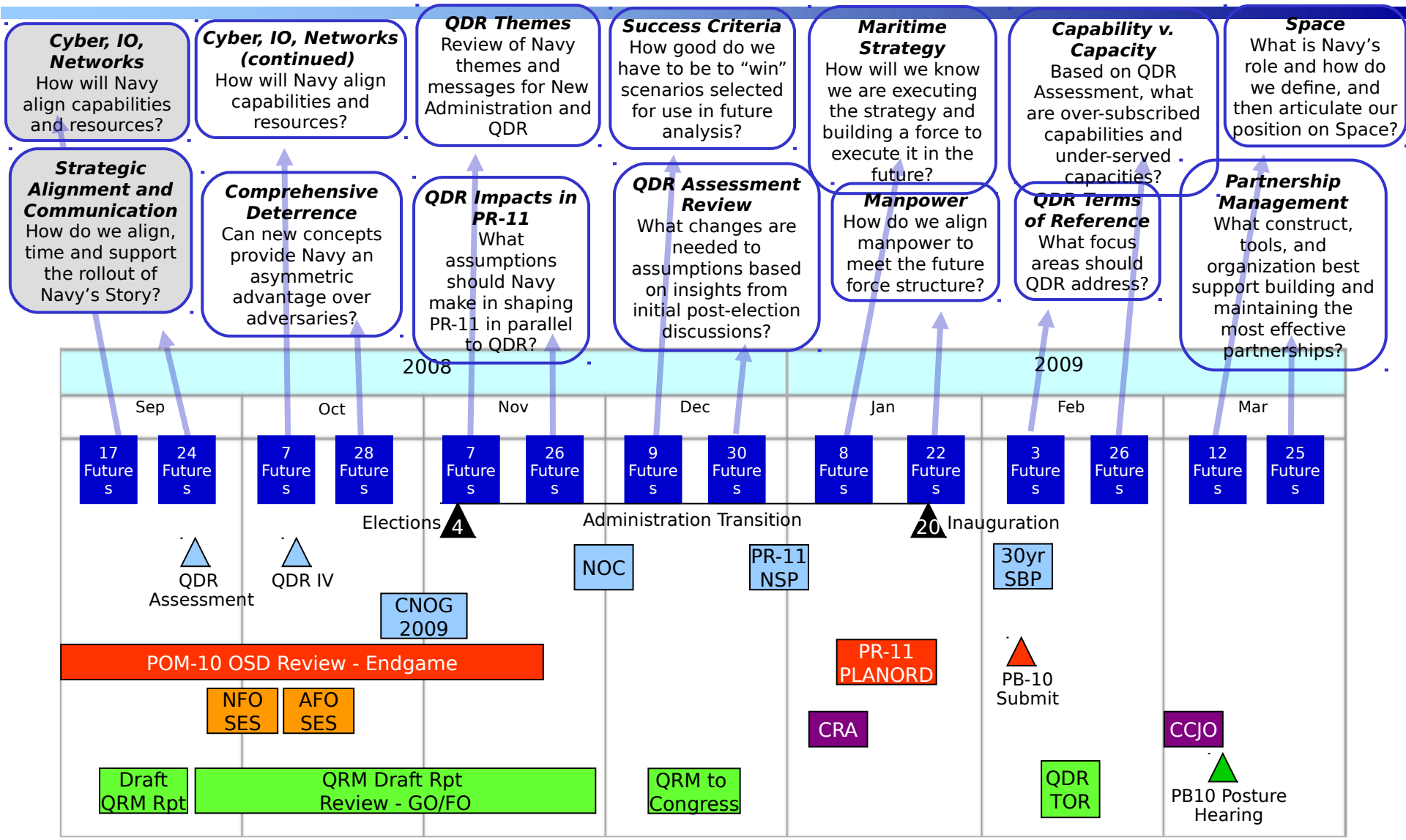
Identifying Risk How do we shift the conversation from "can do" to are we at "high risk"?

Strategic Alignment & Communications How do we align, time and support the rollout of Navy's Story?



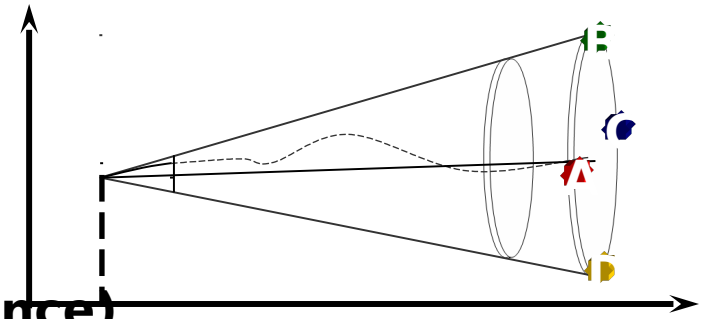
Decision Framework

Phase 2 Futures group discussion topics


Cyber, IO, Networks
How will Navy align capabilities and resources?
Cyber, IO, Networks (continued)
How will Navy align capabilities and resources?
QDR Themes
Review of Navy themes and messages for New Administration and QDR
Success Criteria
How good do we have to be to "win" scenarios selected for use in future analysis?
Maritime Strategy
How will we know we are executing the strategy and building a force to execute it in the future?
Capability v. Capacity
Based on QDR Assessment, what are over-subscribed capabilities and under-served capacities?
Space
What is Navy's role and how do we define, and then articulate our position on Space?
Strategic Alignment and Communication
How do we align, time and support the rollout of Navy's Story?
Comprehensive Deterrence
Can new concepts provide Navy an asymmetric advantage over adversaries?
QDR Impacts in PR-11
What assumptions should Navy make in shaping PR-11 in parallel to QDR?
QDR Assessment Review
What changes are needed to assumptions based on insights from initial post-election discussions?
Manpower
How do we align manpower to meet the future force structure?
QDR Terms of Reference
What focus areas should QDR address?
Partnership Management
What construct, tools, and organization best support building and maintaining the most effective partnerships?
2008
2009
Sep
Oct
Nov
Dec
Jan
Feb
Mar
17 Futures
24 Futures
7 Futures
28 Futures
7 Futures
26 Futures
9 Futures
30 Futures
8 Futures
22 Futures
3 Futures
26 Futures
12 Futures
25 Futures
Elections 4
Administration Transition
20 Inauguration
QDR Assessment
QDR IV
CNOG 2009
NOC
PR-11 NSP
30yr SBP
POM-10 OSD Review - Endgame
PR-11 PLANORD
PB-10 Submit
NFO SES
AFO SES
CRA
CCJO
Draft QRM Rpt
QRM Draft Rpt Review - GO/FO
QRM to Congress
QDR TOR
PB10 Posture Hearing

Criteria for Good Alternative Futures

- Cover a wide range of possibilities
- Represent diverse views
- Good balance of trends and key uncertainties
- Internally consistent
  - Trend consistency
  - Outcome consistency
  - Actor consistency
- Indicate pathways (causal coherence)
- Connect with managerial concerns (either confirming or challenging them)
- Stimulate search for resource opportunities

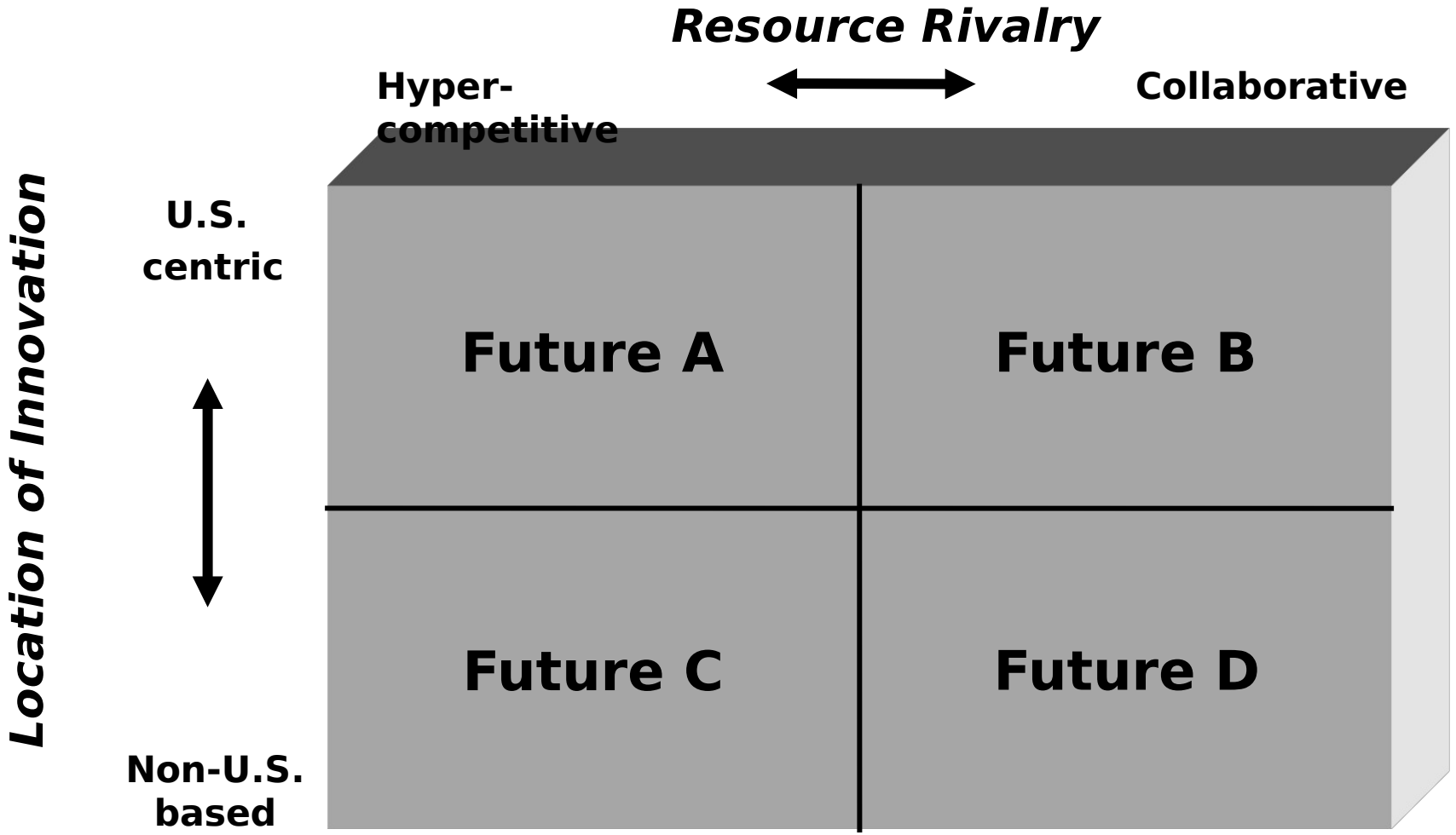


2x2 Matrix (pilot)

Pilot Blueprint

	Key Uncertainties	A: United We Stand	B: Mad Max	C: "Made in China"	D: Tri-Polar
U1	**Rising resource rivalry**	**Collaborative**	**Hyper-competitive**	**Collaborative**	**Hyper-competitive**
U2	**Extremism**	**Super empowered militant**	**Super empowered militant**	**Disempowered/ passive**	**Disempowered/ passive**
U3	**CBW and nuclear proliferation**	**Several effects**	**Massive effects**	**Minimal/No effects**	**Potential threats for nation states**
U4	**Globalization pressure on sea lanes**	**Piracy and small, disruptive attacks**	**Global trade crippled/ extreme risk**	**Open trade**	**Denial/ military conflict**
U5	**Occurrence of pandemic**	**Low**	**High**	**High**	**Low**
U6	**Long-range weapons against naval-maritime forces**	**Somewhat proliferated**	**Proliferated**	**In check**	**Somewhat proliferated (nation states)**
U7	**State of U.S. economy**	**Healthy (#1)**	**Declining**	**Strong, but lagging China**	**Flat**
U8	**Life science innovation**	**High-specialized medicine**	**Ineffective**	**High-Global Disease Control**	**Low funding**
U9	**Energy innovation**	**High-Biofuels + Hydrogen**	**Low**	**Ineffective-Limited Penetration**	**High, but regionally protected**
U10	**Telco. Innovation**	**High-Ubiquitous Broadband (1 Gbps)**	**Incremental**	**High-Ubiquitous Broadband (1 Gbps)**	**Incremental**
U11	**Warfare innovation**	**High**	**High**	**Low**	**Low**
U12	**Knowledge Management innovation**	**High**	**Insufficient**	**High**	**Ineffective**
U13	**Peer competition**	**Limited**	**Significant**	**Not fully developed**	**Highly developed**
U14	**Americans in fortress**	**Not significant**	**Extensive**	**Not significant**	**Moderate**
U15	**Source of technological innovation**	**U.S. lead but global**	**Asia dominates**	**Spread globally**	**Non-U.S.**
U16	**Civilian military support**	**Moderate**	**High**	**Low**	**High**
U17	**Access to fossil fuels**	**Good**	**Severely restricted**	**Sufficient**	**Restricted**
U18	**Impact of global warming**	**Mitigated**	**Severe**	**Insufficient remedies**	**Unchecked**
U19	**Availability of Navy funding**	**Sufficient**	**Stretched**	**Minimal**	**Insufficient**

Alternative Future Matrix



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Draft Blueprint

Key Uncertainties	A:	B:	C:	D:
Resource Rivalry	**Hyper-competitive**	**Collaborative**	**Hyper-competitive**	**Collaborative**
Location of Innovation	**U.S. centric**	**U.S. centric**	**Non-U.S. based**	**Non-U.S. based**
Rise of near-peer competitor's) (social, economic, political, military)	**China stagnates; U.S. retains dominance**	**U.S. leads; BRIC rising in power**	**Multi-Polar**	**China edges past U.S.**
Terrorism & Extremism/ Crime Networks	**Disruptive**	**Minimally disruptive**	**Majorly disruptive**	**Somewhat disruptive In Asia**
Impact of legitimate non-state actors (NGOs, multinational corporations, etc.)	**Moderate impact**	**Significant impact**	**Minimal impact**	**Moderate impact**
Attacks on U.S. Homeland	**Moderate with minor impacts**	**Minimal impact**	**Many with major impacts**	**Minimal impact**
Advances in & proliferation of technology with military application	**Advanced solutions proprietary to U.S.**	**Proliferation of breakthrough advances**	**Advanced solutions proprietary to origins of innovation**	**Proliferation of breakthrough advances**
WMD (Use and Proliferation)	**Used as intimidation tool by non-allies**	**Limited use and proliferation; minimal effects**	**Heavy use and proliferation; massive effects on U.S.**	**Limited use and proliferation; minimal effects**
USN Access	**Access based on geographic partnerships**	**Full and open access**	**Little and restricted access**	**Open but declining access**
Distribution and penetration of technology	**Deep reach within the U.S.**	**Wide and deep reach globally**	**Limited reach outside of innovation leaders**	**Wide and deep reach globally from Asia**
U.S. Economy	**Slow growth due to impact of China and limited resources**	**Strong growth**	**Declining growth**	**Very slow growth**
American public support of U.S. Military	**Some support, but more focus on other issues**	**Some support, but more focus on other issues**	**Strong support**	**Indifferent**
Sufficiency of USN Budget	**Stretched funding**	**Sufficient funding**	**Stretched funding**	**Underfunded**
USN Access to Qualified Labor Pool	**Fair accessibility**	**Sufficient accessibility**	**Full accessibility**	**Limited accessibility**
Effects of Climate Change	**Strong**	**Mitigated**	**Very Strong**	**Mitigated**
Impact of Increased Information Availability	**Slightly negative**	**Positive**	**Negative**	**Slightly negative**

Commission on the National Guard and Reserves

CNGR Report Categories

- **Creating a Sustainable Operational Reserve**
- **Enhancing the Defense Department's Role in the Homeland**
- **Creating a Continuum of Service: Personnel Management for and Integrated Total Force**
- **Developing a Ready, Capable, and Available Operational Reserve**
- **Supporting Service Members, Families, and Employers**
- **Reforming the Organizations and Institutions that Support an Operational Reserve**

DoD Working Group Action Teams

- **Institutional and Organizational Reforms**
- **Mission Reforms**
- **Personnel Management Reforms**
- **Reserve Structure and Management Reforms**
- **Readiness and Utilization Reforms**
- **Compensation, Benefits and Support Reforms**
- **Medical Readiness and Benefits Reforms**
- **Equipment and Logistics Reforms**

Secretaries of Military Departments to lead (proposed)

- **Promotion system (10)**
- **Goldwater-Nichols Applicability to RC Officers (12)**
- **Joint Education and Duty for RC Enlisted Personnel (14)**
- **Increase Material on the Reserve Components in Professional Military Education Courses (15)**
- **Funding an Operational Reserve (29)**
- **Readiness Accountability (31)**
- **Medical and Dental Readiness (34)**
- **Capacity of Training Institutions (40)**
- **Transparency of RC Procurement Funding (43)**
- **RC Equipment Baseline Review (44)**
- **Prioritize Funding to Restore Equipment Readiness (45)**
- **Contract-based Service Agreements (51)**
- **Basic Allouwance for Housing (52)**
- **Documentation of Service Performed for Employers (56)**
- **Service in the Reserve Components (82)**
- **Selection of Personnel for Senior Reserve Component Positions (83)**
- **Cultural Prejudice (84)**
- **Validation of the Grade of the Chief of a Reserve Component and Director of the Army or Air National Guard (92)**

Of potential interest to NR Flags

- **Operational Reserve … the new normal**
- **Role in Homeland Defense**
  - Nat'l Guard and Reserves lead role in the Homeland
  - Involuntary call up of Reserves for disasters
- **Change promotion system to competency based and change promotion timing**
- **Goldwater-Nichols for RC…JSO req'd**
- **Retirement system reforms**